

OneSC Project
Office of Science Restructuring Project
Monthly Report
July 22 – August 31, 2002

1. Project Manager's Assessment

After the initial six-week period of performance, the project remains on schedule with no change in scope or cost. However, the significance of this conclusion must be tempered by the limited goals of the project to this point. A more meaningful assessment will be made in subsequent reports.

2. Project Level Accomplishments

a. Rollout

- i. Dr. Raymond Orbach, Director of Science, officially announced the project on July 22, 2002, in a videoconference to all SC employees. Following that announcement the project website was launched making the Project Plan and rollout briefing material immediately available along with links to pertinent information including the President's Management Reform Agenda.
- ii. During the month of August, members of the project team visited each SC site as a follow on to the rollout presentation in order to provide more information and obtain first hand the concerns and questions that people had. The two-day visits were arranged to meet the needs of the host site. At the Chicago, Oak Ridge, Richland and Oakland Operations Offices the visit included a meeting with the senior management staff as well as several small group meetings with employees. At Headquarters, the team had two general meetings, one at Forrestal and one in the Germantown auditorium as well as breakout sessions with three groups. The team also spoke with senior laboratory management at PNNL and LBNL and made a presentation to a general audience at ORNL. This was a very valuable exchange of information, but the effort required a significant amount of time to complete.

b. Formation of Project Implementation Teams

- i. Each of the Work Breakdown Structure (WBS) leaders formed implementation teams during August. In all, about 70 individuals are currently contributing to the project on a part time basis. Most of them are from Science but there is also representation from Management, Budget and Evaluation (ME), General Council (GC),

Public Affairs (PA) and Environment Health & Safety (EH). In addition, individuals from SC field sites that support programs other than SC are represented. The size of the team will vary over the life of the project. The majority of the team is currently found under WBS 1.3 – Organization since the principal focus of Phase 1 is the restructuring of the Office of Science. The current roster of the team is available on the website.

3. Summary Accomplishments by WBS Element

a. WBS 1.1 Planning and Integration

- i. Following the project rollout on July 22, the project team met in Chicago on July 26 to discuss the detailed plans and schedules required for Phase 1. The team also discussed the need for some minor revisions to the WBS to better manage the project. As a result of that meeting it was decided to: establish a target date of November 28, 2002, for completion of the Phase 1 restructuring package; appoint WBS Implementation Teams as quickly as possible; develop detailed schedules to support the November 28, 2002, date by the September team meeting; and delay a decision on WBS changes and other project plan revisions until September. The result of this activity will be included in the next project report along with initial planning for the reengineering activity of Phase 2.
- ii. At the July 26 team meeting it was decided that a member of the project management team should lead WBS 1.1.5, Issues Management. Jennifer Fowler, Chief Counsel at the Oak Ridge Operations Office, agreed to join the project management team and take that position. The first Issues Management subteam was formed in August to deal with the requirement to assign Head of Contracting Activity (HCA) authority to SC Headquarters. The team includes the procurement directors from Chicago and Oak Ridge and a representative from General Counsel and the Office of Procurement and Assistance Management. Additional issue-based teams will be formed as needed.

b. WBS 1.2 Communications

- i. The communications team has focused this period on making the website both usable and valuable. The website is a vehicle for people to ask questions, receive answers and get information about the progress of the project. To accomplish this, the communications team seeks to maintain a continuing flow of new information to keep employees and stakeholders current on the

progress of the project. This will also help keep audience interest high so that the site remains an effective tool for sharing information and obtaining feedback. Examples of new information posted since rollout include presentation materials from the site visits, an interactive chart of teams and subteams, questions and answers received in August and general information on government-wide restructuring efforts. An additional “What’s New!” feature was added to highlight new information being added to the page. Future postings will include this monthly report, additional questions and answers now being developed and additional information items of general interest.

- ii. In addition to the SC site visits, the project made presentations to the DOE National Laboratories Improvement Council, a meeting of the SC Laboratory Directors, a Labor-Management Council Meeting at Headquarters, the Laboratory Operations Board and the HQ Restructuring Working Group sponsored by ME. Based on a set of interviews, the Federal Times published a positive article on restructuring at DOE which featured the SC project along with the activities of NNSA and the Environmental Management program. This is included in information posted on the web site.

c. WBS 1.3 Organization

- i. Each of the WBS 1.3 sub elements, Headquarters, Support Centers and Site Offices, is currently defining the SC “as is” condition in terms of roles, responsibilities, authorities and accountabilities (R2A2s). Each is using data gathering and analysis techniques suitable to their own needs but keeping the other team leads informed of their approach so that the results can be reconciled. Following the development of R2A2 statements, the project will use the functional matrix developed by the NNSA reengineering project as a tool to ensure that no significant functions were overlooked in the analysis. This will also enable the project to respond to requests for information about how SC intends to restructure in a manner consistent with the way NNSA describes itself.

d. WBS 1.4 Systems and Processes

- i. WBS 1.4.1, M&O Contract, is designed to extend the initiative started by Under Secretary Card’s memorandum, Principles of Office of Science Laboratory Contract, across all the SC laboratory contracts. Relevant to that activity, the Richland Operations Office submitted the pre-negotiation package for the PNNL contract. The decision to extend the LBNL contract for a full five year term was

made by the Secretary and Oakland is now working with Steve Silbergleid and his WBS 1.4.1 team on the pre-negotiation package for Berkeley. A decision on the Brookhaven contract, the third contract covered by the Card memorandum, is pending.

- ii. The implementation team for WBS 1.4.2, DOE Business Systems was formed this period from representatives of Chicago, Oak Ridge, Richland, Oakland and the SC Information Management organization. Their initial activity is to evaluate the system under development at Oak Ridge as the candidate for the SC-wide standards based management system and to collect information from the WBS 1.3 teams on current business processes across the SC organization. One member of this implementation team is also supporting the Portfolio Management Environment (PME) project.

e. WBS 1.5 Project Implementation

- i. At the July 26 team meeting it was decided that a member of the project management team should lead WBS 1.5.3, Interfaces with other DOE Organizations. James Turi, Acting Chief of Staff, Office of Science agreed to join the project management team and take this position.

f. WBS 1.6 Project Control and Reporting

- i. A standard set of management reports will be developed in September following establishment of more detailed schedules and interim milestones.